

## PART 1. ACCOMPLISHMENTS

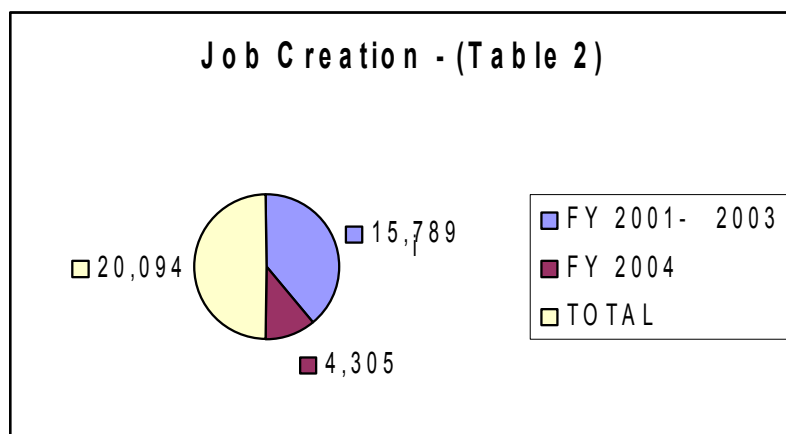
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### A. PROGRESS TOWARD FIVE-YEAR GOALS:

The District of Columbia has made considerable progress to date in meeting its Five-Year (FY 2001-2005) Consolidated Plan goals to increase the supply of affordable housing; expand homeownership opportunities and contribute to economic and community development.

From FY 2001 to the end of FY 2004, DHCD funding created 1,752 new first-time homeowners through Home Purchase Assistance Program (HPAP) loans for down payments and closing costs, and 174 first-time owners through the Homestead Program. DHCD also assisted 835 tenants toward ownership by assisting them in acquiring and converting rental units for condominium or co-op ownership under the First Right to Purchase and Tenant Apartment Purchase Programs. DHCD increased the supply of affordable housing by bringing almost 6,000 units back to the market through its multi-family rehabilitation program, assisted 188 single-family owner-occupants with rehabilitation loans/grants, and provided pre-development loans for construction of 3,162 new affordable housing units. Emergency Shelter Grant (ESG) funds have been used to provide emergency assistance to prevent 1,956 households from becoming homeless; to renovate over 1902 shelter beds, and to support a 45-family shelter that has housed over 254 families.

To spur neighborhood revitalization and support local economic development, DHCD has provided funds to support over 20,000 construction job opportunities in its projects. It has provided funds for job training for 382 residents and technical assistance for 3,593 small neighborhood businesses. (See Table 2)



**Table 2. Five-Year Plan Accomplishments 2001-2004**

	<b>DHCD Program Activity</b>	<b>FY 2001-2003</b>	<b>FY 2004</b>	<b>TOTAL</b>
Affordable Housing Ownership	Provide Home Purchase Assistance (HPAP) loans for down payment and closing costs	1,521	231	1,752
	Assist tenants in first-right purchase of apartments	726	109	835
	Expand access to housing through comprehensive counseling for tenants/ownership; and assistance with program requirements and intake	46,742 residents	15,996	62,738
	Make tax delinquent properties available for new ownership through a Homestead lottery	0*	0	0
	Assist current single-family homeowners to remain in decent homes by providing rehabilitation loans	157	31	188
Affordable Housing Supply	Provide funding to rehabilitate multi-family units for rental or owner occupants	4,925	955	5,880
	Provide construction assistance for new construction of single or multi-family, rental or owner housing units.	2,596	566	3,162
Community Development, Econ. Opportunity	Provide economic opportunities for residents In job creation	15,789	4,305	20,094

\*Prior report of 174 units was for FY 2000, and not during the 2001-2004 Five Year Period.

	<b>DHCD Program Activity</b>	<b>FY 2001-2003</b>	<b>FY 2004</b>	<b>TOTAL</b>
Community Development—Econ Opportunity	Provide neighborhood-based job training and placement	382 268	NA	382 268
	Support local business development with technical assistance	2,012	1,581	3,593
	Support revitalization-community/commercial facilities	54	7	61
Homelessness	Prevent homelessness and provide emergency assistance	1,561	395	1,956
	Provide essential support services (persons served)	>15,000	NA	NA
	Maintain homeless shelters (Renovate Beds)	503	1,399	1,902
	Support shelter for families (# families)	45	209	254

Progress Toward Fiscal Year 2004 Goals:

**1) Homelessness and Special Needs:**

DHCD exceeded its FY 2004 Action Plan goals under the Emergency Shelter Grant (ESG) grant. ESG funded:

- Eviction prevention grants to assist 104 adults and 291 families remain in their homes;
- Shelter for 209 families by supporting operations of a 45-family shelter;
- Renovation of four shelters and 1,399 shelter beds. (Table 3)  
(See also Part 4, ESG)

HOPWA funds were used to provide short-term supportive housing opportunities through tenant-based vouchers and mortgage/utility payments for 1,236 persons living with HIV/AIDS in the DC Standard Metropolitan Area (SMA). Housing information services were provided to 2,564 persons; 450 persons received supportive services in HOPWA-assisted housing; and 72 sub-grants were awarded to provide operating support to housing for persons living with HIV/AIDS.

Among the affordable units funded by DHCD under its Development Project Financing Program were 31 special needs units and 177 senior citizen units. (See also p. 67-68)

**Fiscal Year 2004 Goals and Results**

**Table 3: HUD "Table 1C" Summary of Specific Homeless/Special Needs Objectives and Results**

Obj	Specific Objectives	Performance Measure	Expected Units	Actual Units
<b>#1</b>	<b>Homelessness</b>			
1.1	Prevent increases in homelessness	Eviction-prevention grants provided for families and individuals	187 ind.; 94 families	104 ind.; 291 fams.
1.2	Support homeless families	Families benefiting from support provided for Family Shelter	45	209
1.3	Maintain the quality of shelter provided to homeless persons.	Shelter beds renovated	1,300	1,399
<b>#2</b>	<b>Special Needs Objectives</b>			
2.1	Provide housing information services to persons living with HIV/AIDS	Persons receiving housing information	1,830	2,564
2.2	Provide and sustain short-term supportive housing opportunities to persons living with HIV/AIDS	Persons served	558 vouchers, 894 mtge/	505 tenant based vouchers,

Obj	Specific Objectives	Performance Measure	Expected Units	Actual Units
			rent pymts	731 rent, mrtge, utility payments.
2.3	Provide supporting services to HOPWA-assisted housing	Persons provided supportive services	553	450
2.4	Provide operating support to housing for persons living with HIV/AIDS	Subgrants awarded	24	72
2.5	Assist communities to develop comprehensive strategies for HIV/AIDS housing, outreach and education	Subgrantees assisted	24	20
2.6	Other Special Needs Housing Units are included in the objective #2 to preserve and increase affordable housing	Special needs housing units assisted	Part of 1,308 units	177 senior and 31 special needs units.

## 2) Affordable Housing:

During FY 2004, DHCD assisted 231 first-time homeowners with loans from the Home Purchase Assistance Program (HPAP), supported 109 tenants in the conversion of their rental units to ownership as condominiums or co-ops, and increased the supply of affordable housing by funding 1,521 units.

Among the affordable units supported were 955 rehabilitated multi-family units and 566 new construction units. Of these units, 248 were affordable to extremely-low-income residents; 313 units were affordable to very-low income residents, 423 units were affordable to low-income residents, and 105 units were affordable to low-moderate income residents. (See page 44, Table 16)

*Table 4: HUD "Table 2C" Summary of Specific Housing/Community Development Objectives and Results FY 2004*

Obj.	Specific Objectives	Performance Measure	Expected Units	Actual Units
<b>#3</b>	<b>Rental Housing Objectives</b>			
3.1	Preserve and increase affordable housing supply for low-moderate income, extremely low and very low-income residents	Units funded with multi-family rehabilitation and construction assistance	1,308	955

Obj.	Specific Objectives	Performance Measure	Expected Units	Actual Units
3.2	Support tenants through tenant organizations with first right to purchase assistance to convert rental units to ownership units	Tenants provided counseling, technical assistance	4,000	6,665
3.3	Provide counseling to tenants in assisted housing with expiring subsidies, to prevent involuntary displacement.	Tenants assisted	3,000	3,506
<b>#4</b>	<b>Owner Housing Objectives</b>			
4.1	Increase homeownership opportunities for low-moderate-income residents	Home purchase loans to homebuyers; incentives to non-profit developers; predevelopment loans	240 HPAP loans; 10 HODIF grants; 40 families assisted	231 HPAP
4.2	Preserve existing home-ownership through assistance with rehabilitation to code standards.	Single-family rehab loans directly or through nonprofit intermediaries	35	29
4.3	Increase supply of new housing for owners and renters	Construction assistance loans for new Construction	200	566
4.4	Assist conversion of rental units to condominium/co-op Ownership units.	Families assisted	200	109
4.5	Promote and preserve home ownership and support homeowner management skills	Persons receiving comprehensive housing counseling and program intake.	4,000	9,331
4.6	Promote home ownership through the reclamation of abandoned properties	Homestead Program properties sold	5 units	0 units

### **3) Non-Housing Community Development--Expanding Economic Opportunity:**

DHCD exceeded its FY 2004 Action Plan goals to provide technical assistance to 300 small businesses by providing assistance to 1,581 businesses; and exceeded its goal to provide housing counseling to 4,000 households, by providing assistance to 9,331 households. Through construction projects funded, DHCD also supported the creation of 4,305 temporary jobs, and funded 7 community and/or commercial facilities and planning activities. (Tables 3, 4 and 5)

*Table 5: HUD "Table 2C" Summary of Specific Housing/Community Development Objectives  
FY2004 (Table 2A/2B Continuation Sheet)*

Obj.	Specific Objectives	Performance Measure	Expected Units	Actual Units
<b>#5</b>	<b>Community Development Objectives</b>			
5.1	(Neighborhood Revitalization) Support retention and growth of local neighborhood businesses.	Businesses assisted through technical assistance from CBOs	300	1,581
<b>#6</b>	<b>Infrastructure Objectives</b>			
	Infrastructure Objectives may include business infrastructure improvements funded with local funds. See Economic Development Objectives.			
<b>#7</b>	<b>Public Facilities Objectives</b>			
	There are no specific public facility objectives in this Plan; public facility activities are undertaken as part of Development Finance Division Project Finance Activities			
<b>#8</b>	<b>Public Services Objectives</b>			
	See Neighborhood-Based Activities discussion.	See Objectives 3.3, 4.5 and 9.1		
<b>#9</b>	<b>Economic Development Objectives</b>			
9.1	Foster job growth for local residents	Provide jobs through DHCD-funded developments	2,000 jobs created thru projects (150 through Neighborhood-Based Activities)	4,305
9.2	Support property management (through RLA-RC)	Properties Managed	94	132
9.3	Enhance function and appearance of business facilities to strengthen commercial corridors	Businesses assisted through grants for the revitalization of commercial facades	100	98

Obj.	Specific Objectives	Performance Measure	Expected Units	Actual Units
<b>#10</b>	<b>Planning/Administration:</b>			
10.1	Conduct program monitoring activities	Site visits and reports	60	63
10.2	Carry out the Department's Administrative Management Program	Various	N/A	

#### OTHER FY 2004 ACCOMPLISHMENTS

In addition to its goals for affordable housing, homeless prevention and service, and for non-housing community development, progress was made in 1) reducing lead-paint hazards; 2) addressing the city's anti-poverty strategy; 3) program and sub-recipient monitoring; and 4) performance measurement as described below:

##### ***1) Reducing Lead-Paint Hazards***

The Consolidated Plan describes the District's efforts to implement the U.S. Department of Housing and Urban Development's (HUD) lead-safe housing regulations.

DHCD competed for and was awarded two HUD lead-safety grants for FY 2004. The grants, which were received at the end of FY 2003, were: 1) the Lead Hazard Control Program Grant award of \$2,997,743; and the Lead Hazard Reduction Demonstration Grant award of \$2,000,000. The District match for the grants is \$4,000,000. DC's Program is called the "Lead Safe Washington (LSW) Program."

DHCD works in partnership with the D.C. Department of Health (DOH) and the community to address lead-safe requirements. DHCD and DOH executed two Memoranda of Understanding (MOU). The Lead Safe Washington MOU will provide for abatement of lead hazards in 400 units over the term of the grantS, and the Lead Safe Housing MOU will govern abatement and lead hazard control work performed in approximately 2,000 units. The Department of Health undertakes lead hazard risk assessment and intervention in the city's housing units. The agency has reviewed over 60 risk assessments for DHCD lead-safe housing projects under the first MOUS.

Key actions for DHCD in carrying out the District's strategy are to ensure that lead-safe work practice requirements for contractors are used in renovation, remodeling, painting, demolition and other activities that disturb painted surfaces in assisted units. DHCD has financed (in connection with the Lead Safe Housing MOU) approximately 2,168 units of housing with lead safe requirements. This does not include the 28 applications for single

family rehab and lead work currently underway. LSW also provided lead hazard intervention work on a total of 14 units for three projects to meet its HUD benchmark for FY 2004 in one grant and exceed the benchmark in the second grant.

Following the model of its successful 2003 Lead-Safe Citywide Housing Information Conference, DHCD called for an Industry Forum on February 12, 2004 to present plans for use of the lead grants and update the industry on the latest lead requirements for the District of Columbia (DC). DHCD also co-sponsored with the National Paint and Coatings Manufacturers Assn. two lead worker trainings. The 8-hour courses were offered free and trained 60 DC residents. DHCD convened 69 participants from seven government agencies as well as several Medicaid Care Organizations and the representative for DC from the Center for Disease Control for training in the Lead Safe Housing Rule. DHCD and its community partners will sponsor a second housing conference in FY 2005, targeting property managers.

During FY 2004, LSW, as part of its outreach and education efforts, established four sub-grants, three of which were awarded to community-based organizations, and the fourth was awarded to the Coalition to End Childhood Lead Poisoning. DHCD announced the opening of three lead resource centers being funded under the HUD lead grants in the following communities: Marshall Heights/Deanwood, Congress Heights, and Ivy City/ Trinidad. The resource centers will provide education materials on lead-based paint prevention, HEPA vacuum loan program, and free cleaning kits. The three CBOs will provide additional lead training to residents in the target communities.

## ***2) Anti-Poverty Strategy***

DHCD is not the lead agency in the District's **direct** efforts to reduce poverty, and the HUD entitlement program funds are not the primary source of funds for anti-poverty activity by the District. DHCD supports other DC Government initiatives in reducing poverty and utilizes its federal and local funds to help residents improve their financial stability through its development of affordable housing and ownership programs.

The comprehensive housing counseling services funded by DHCD provide tenants and prospective homeowners with assistance in such matters as: improving credit, household budgeting, household/home management and maintenance—all geared toward improving residents' opportunities to obtain and retain decent housing, with the prospect of moving toward ownership and the development of equity. Residents of buildings with expiring Section 8 protections are provided targeted assistance in locating housing options, and introduced to the DHCD-sponsored Tenant First Right to Purchase Program to move toward ownership.

The Tenant First Right to Purchase Program and the Tenant Apartment Purchase Assistance programs provide technical assistance and seed funds to tenant groups to

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assist them to organize to take advantage of their first right of refusal when a building is for sale. The program also provides new owner groups with management/technical assistance and DHCD provides rehabilitation funds for properties being converted by their tenant/owners.

DHCD provides education and outreach to ensure that Fair Housing Laws are understood and that all residents are provided with information on their rights to access to housing in the District of Columbia. Assistance is provided in several languages.

Through construction projects funded by DHCD, jobs are generated for local residents. In FY 2004 over 4,000 jobs were created in projects for which DHCD provided funding.

Other agencies play the key roles in the reduction of poverty. The Department of Human Services administers income support, welfare to work and a range of programs to support families and individuals. The Community Partnership for the Prevention of Homelessness provides emergency support from ESG funds to prevent eviction. The Office on Aging provides support services to seniors and partners with DHCD in the development of senior housing.

The Department of Employment Services (DOES) provides extensive job training opportunities through its city-wide "One Stop Service Centers." The Workforce Investment Council (WIC) brings together private and public sector stakeholders to develop strategies to increase employment opportunities for DC residents, to support and to assist DOES in its employment mission FY 2004. The DC Public School Administration has created career-oriented high schools in a number of specialized areas, including the Technology and Hospitality Industries to facilitate students progressing from school to real jobs in the DC market.

### **3) *Fair Housing***

Low-income and racial and ethnic minorities in the District face a number of impediments to fair housing in rental, sales, mortgaging and insuring homes. Some of these obstacles are based on perceived stereotypes of their protected basis under the law, i.e. race (ethnic identity), color, national origin, religion, sex, disability and familial status; and the protected categories under the local laws which include sexual orientation, age, marital status, etc. Yet other obstacles or impediments to fair housing affecting low-income, racial and ethnic and immigrant populations include: predatory loans to long-time African American homeowners on fixed incomes under the guise of home improvements; an inadequate supply of affordable housing (assisted or otherwise), and inadequate housing services for immigrant populations.

DHCD continues to fight barriers and discriminatory activities that lower the fair and equal opportunity of minority communities to access housing. During Fiscal Year 2004, DHCD's fair housing program accomplished the following:

- Collaborated in April 2004 with the Office of Human Rights and the Equal Rights Center (a non-profit fair housing organization), to bring city residents the Third Annual Fair Housing Symposium targeting community service providers, the real estate industry and District residents.
- Conducted five community fair housing trainings throughout the city during Fair Housing Month (April 2004),
- Submitted, with its partner, Housing Counseling, Inc., a proposal under the Homeownership Component of the Fair Housing Initiatives Program—Education and Outreach Initiative (FHIP—EOT) Grant. The grant, “Your Fair Housing Right to Homeownership” continues the 2003 education and outreach grant effort to provide fair housing education in combination with first-time homeowner training to District residents in all wards of the City as well as targeted outreach to the city’s immigrant populations.
- Continued, through its FHIP partner, to provide homeownership and fair housing education to lower-income and minority residents facing barriers to housing choice, such as discrimination in loan approval and rental access. Other contributing factors can include problems with poor credit histories, lack of personal financial management practices that may disqualify the applicant for a loan, as well as a lack of knowledge of how to become a homeowner.
- Distributed fair housing brochures in Spanish and Vietnamese, as well as English. Distribution took place through the Mayor’s Neighborhood Services weekly programs and activities, through grantee sub-recipients providing direct services to target communities, and through direct participation of DHCD staff in community fairs and activities.
- Translated the brochure series, “Your Fair Housing Rights”, into traditional Chinese and started the first stage of translation into the Amharic language in order to better serve the growing Ethiopian community in the District.
- Updated information and languages (Spanish, Vietnamese, English) for reprinting the brochure series to be distributed among the various Community Based Organizations (CBOs) and community centers throughout the city.
- Completed the process to award a contract to a local non-profit organization with expertise in compliance with Section 504 of the Rehabilitation Act of 1973, to ensure that current pipeline and prior projects are in compliance with the Sec. 504 rules and regulations.
- Continues to formally promote fair housing compliance by drafting an Administrative Issuance (A.I.), and Fair Housing Policy Manual (which incorporates equal opportunity) to be utilized throughout the Department’s funding process and in defining the Department’s role and responsibility with fair housing and equal opportunity laws and regulations.
- Works closely with the DC Office of Human Rights to ensure that DHCD abides by the regulation of the recently passed Language Access Act of 2004, which provides for greater accessibility to DC government programs to all its ethnic populations whose primary languages are Spanish, Chinese, Vietnamese and Amharic.

#### **4) Monitoring**

During fiscal year 2004, DHCD continued to improve its sub-recipient monitoring program and procedures. DHCD developed its annual sub-recipient monitoring plan, and conducted monitoring reviews of DHCD programs and sub recipients, including the Neighborhood Based Activities (NBA) sub-recipients; the Residential and Community Services' Division administration of the NBA and Community Based Organizations. The Office of Program Monitoring (OPM) reviewed Development Financing Programs, such as the Construction Assistance Program and the Micro Loan Program. OPM issued monitoring reports that included specific findings and recommendations to be addressed.

OPM continued to use its tracking database to monitor DHCD and sub-recipient corrective action for reports issued by OPM and by external agencies such as HUD and the D.C. Office of the Inspector General, and respective A-133 auditors. Several recommendations were closed due to OPM's tracking and follow-up.

OPM regularly monitors the Integrated Disbursement Information System (IDIS) for CDBG, HOME, HOPWA and ESG commitment and spending requirements. OPM issues monthly spending reports for the above programs.

With regard to oversight of Community Housing Development Organizations (CHDOs), during FY 04, DHCD has recertified several CHDOs and certified one new CHDO (MiCasa) in accordance with the CHDO definition stated in 24 CFR 92.2. The Department also requires that all CHDOs certify their compliance with that definition prior to issuing CHDO funds to them. To maximize the use of CHDO funds, the Office of Program Monitoring monitors the CHDO reservation requirement (in IDIS) on an ongoing basis, and DHCD both advertises technical assistance opportunities to the CHDOs and solicits CHDO participation from nonprofit organizations.

#### **5) Performance Measurement**

The District has had a Monthly Performance Measurement system in place since FY 2000. In FY 2003, the District began to implement a government-wide system of Performance-Based Budgeting (PBB). DHCD implemented its PBB starting with FY 2004. As part of the DC performance measurement system, DHCD has had in place a Mission Statement, goals and objectives and performance measures for each housing and community development program area.

Government-wide training for an automated budget and performance measurement system, the Administrative Services Management Program (ASMP), has been in progress during FY 2004, and will go "live" beginning in October 2004 for fiscal year 2005. Monthly (or quarterly) performance data for demand and output will be provided by program staff and the system will automatically calculate the result as a *percentage* based on a preset

output-over-demand formula. Reporting is done through the Office of the Director for transmittal to the Mayor.

The District takes Performance Measurement seriously. Performance measures are part of all Agency Directors' employment contracts with the Mayor, and they are evaluated each year in writing and in a direct conference with the Mayor. In turn, within the agency, the measures for each program/division become part of Division Directors' performance plans and part of the annual evaluation process.

The measurement system enables the Director to know on a monthly basis the productivity of the Department and its progress in meeting spending plans and program commitments to HUD and to the Mayor and Council of the District of Columbia. The system provides a color-coded view of trend analysis so that managers can get a quick update on the status of measures. Program managers/division directors are provided with a quarterly analysis of their progress toward goals and required to explain lagging goals, as well as to recommend strategies and/or resources needed to meet any unmet obligations. This data collection and monitoring system provides a basis for managers to make course corrections in light of unforeseen circumstances, and to anticipate changes needed in program design, funding or operations. DHCD's performance targets are submitted as part of the Annual Action Plans and results are reported in the annual CAPER reports. (Tables 3, 4, and 5)

### Outcome Measures:

DHCD has developed outcome measure indicators which will relate to an improved quality of life for program participants, improved quality of local housing stock, and revitalization of neighborhoods. Our initial outcome measurements are identified in the Table below, and show how DHCD program measures relate to HUD parameters for measuring outcomes. (See Tables 3, 4, 5 for output measures)

#### Program Outcome Measurement

HUD Objective	Indicator	DHCD Program	Outcome	Measurement
Suitable Living Environment	Number of housing units assisted that have eliminated at least one significant health and safety deficiency	DFD Project Financing—Rental Housing Rehab Program	<i>Over a five-year period, 7,540 units of affordable housing will be brought up to DC building Code standards. The annual output objective is 1308 units at DC Code standards. Units will be in targeted neighborhoods throughout the District to increase stability and revitalization.</i>	Actual number of units of affordable housing financed and brought up to DC building code standards will be measured against a Dept. of Consumer & Regulatory Affairs database of DC total housing unit code deficiencies and be expressed as a percentage of reduction.
			<i>Stable housing is</i>	Ratio of Single Family

Part 1, Accomplishments

HUD Objective	Indicator	DHCD Program	Outcome	Measurement
Suitable Living Environment	Units provided with financing for the correction of documented housing code violations and other health and safety threats.	Homeownership Promotion and Preservation, Single-Family Residential Rehab Program	<i>preserved for low/moderate income homeowners as 50% of eligible homeowners complete the necessary steps to obtain District rehabilitation financing to correct housing code violations and other threats to personal health and safety.</i>	Rehab applications approved by loan committee to total number of rehabilitation projects financed by loans and/or grants.
Suitable Living Environment	Reduction in derelict properties as a result of acquisition, demolition or rehabilitation and Increased neighborhood stability.	DFD Financing, TPAP, tenant purchase program.	<i>104 units of rental housing will be returned to DC code standards and homeownership will be increased by assisting 104 tenant-households to purchase and own these units. Units will be in targeted neighborhoods throughout the District</i>	Number of families successfully purchasing the buildings they live in
Affordable Housing	% increase in homeownership rate in targeted neighborhoods or community overall	HPAP, first-time homeowner loans	<i>City-wide proportion of low-Moderate-income homeowner households to rent households is increased, as 30% of all low/mod-income renters receiving Notice of Eligibility for DC HPAP assistance achieve homeownership.</i>	Ratio of all HPAP applicants obtaining Notices of Eligibility for assistance to total number of households purchasing homes with HPAP assistance.
Economic Opportunity	Increase in number of jobs	DFD project funding	<i>Over 2,000 temporary jobs will result from DHCD investment in rehab and new construction projects.</i>	Actual number of temporary jobs resulting from DHCD project investments as measured by total construction cost of projects funded divided by unit construction cost/job value of jobs created.
Economic Opportunity-	Neighborhood Based Activity	Commercial Corridor Development and Technical Assistance	<i>Small businesses in expanding commercial corridors become more competitive and are stabilized against possible displacement as 90% of businesses presenting receive</i>	Ratio of all small businesses that seek technical assistance from grantee agencies to total number of small businesses actually provided such services by grantee

Part 1, Accomplishments

HUD Objective	Indicator	DHCD Program	Outcome	Measurement
			<i>assistance developing marketing efforts, business plans, certifications, etc. which increase their opportunities to be self-sustaining.</i>	agencies.
Suitable Living Environment	Neighborhood Based Activity	Housing Counseling Program	<i>Households with active or potential housing crises have housing situations stabilized, as 90% of households seeking assistance receive counseling, information about affordable housing and/or access to District housing assistance programs.</i>	Ratio of all households requesting appointments for counseling services** with grantee agencies to all households that receive face-to-face counseling. **excluding households that do not keep scheduled appointments.
Ending and preventing chronic homelessness	End and prevent chronic homelessness in DC by 2014	ESG Shelter Operations Leased Shelter for Families	<i>No fewer than 45 families will be housed each month in suitable living space and receive assistance to transition to more permanent housing</i>	Actual number of families assisted each month in family shelter.
Ending and preventing chronic homelessness	End and prevent chronic homelessness in DC by 2014	ESG Prevention and Emergency Assistance	<i>Households will be stabilized and prevented from becoming homeless through emergency grants and other interventions.</i>	Number of households receiving grants that assist them to remain in their housing.
Suitable living environment, and Ending and preventing chronic homelessness	End and prevent chronic homelessness in DC by 2014	ESG Renovation and/or rehabilitation of shelters	<i>Homeless persons will be provided safe, sanitary and decent living conditions in shelters while receiving assistance toward self sufficiency.</i>	Number of beds in shelters renovated to optimum condition for temporary shelter for homeless persons.